ACM Communicator

Volume 2 NAS Configuration Management and Evaluation Staff Winter 2004

ADIOS · ADIEU · CIAO · GOODBYE · SAYONARA

YOUR SOURCE FOR JRC AND EVALUATION SERVICES IS MOVING!!!

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ACM SAYS BYE BYE!!!!

The NAS Configuration Management and Evaluation Staff (ACM) now reports to the Air Traffic Organization (ATO). ACM was the only FAA organization which reported directly to the Associate Administrators for Air Traffic Services (ATS) and for Research and Acquisitions (ARA). Stay tuned for our new routing symbol which will be assigned in January 2004. Please see page 2 for more information.

JOINT RESOURCES COUNCIL

SERVICES

- JRC Readiness Process
- AMS Documents Repository
- ATS Board Guidance
- Yearly AR Calendar
- JRC Familiarization Meetings
- JRC Customer Feedback Surveys
- JRC Readiness Workshop
- JRC/AR Meeting Coordination
- JRC/AR Action Item Tracking
- Sample JRC and AR Briefings
- JRC Strategy Meetings
- Related JRC Readiness POCs

PRODUCTS

- JRC Records of Decision
- AR Meeting Minutes
- JRC/AR Meeting Schedule
- JRC Readiness Criteria
- JRC Guidance
- AR Guidance
- JRC Preparation Cycle
- Yearly AR Calendar
- New AR Policy
- Quick Start Guide
- JRC Readiness Meetings/Minutes
- JRC Watch List

(Please See Our Display Ad On Page 4.)

PROGRAM EVALUATION

SERVICES

We provide evaluation services that are:
Dependable • Reliable • Confidential • Value added • Tailored to your needs

RESOURCES

Our staff of highly skilled and trained Evaluation Specialists will:

- Conduct research and review
- Analyze data
- Develop findings
- Make recommendations
- Issue a report

PRODUCTS

Our products range in scope from agency-wide to organization-specific, and cover several categories of evaluations-Process, Program, Administrative System, and Agency Initiatives.

(Please See Our Display Ad On Page 5.)

Thank You

We just wanted to let you know that we appreciated having you as our customers. We sincerely hope that we were able to help you and that we can continue to assist you in our new organization.

REBECCA'S CORNER

Rebecca T. King, ACM-1

By now, most of you have heard of the recent ATO reorganization and its impact on ACM. With this in mind, I wanted to use this last edition of our newsletter to let you know where our functions are going and to highlight some of our accomplishments over the years. In order to do this, we added a few more pages to the newsletter. Here are highlights of what we have for you in this edition.

If you look on page 3, you'll see where the different ACM functions fit under the ATO organizational chart.

Under the reorganization, the JRC Secretariat Team, ACM-5, moves to the Vice President for Safety. On page 4, we list the internal services and products that they take to their new organization which are varied and numerous. What's not listed is the high quality of these services and products, the professional and hard-working nature of the Team, and the how the Team constantly strives to provide better and improved services to customer and stakeholders.

A highly skilled staff and a reputation for objective, solid assessments are two major qualities that the Program Evaluation Branch, ACM-10, will bring to the Safety organization. Add to this the emphasis on providing outstanding customer service and you have a winning combination that any organization would welcome. See page 5 for excerpts from different categories of evaluations.

On page 8, we feature our trip to the Alaska Region to discuss the JRC process and the baselining of the Alaska initiatives. This trip was an eye opener for me and helped me to better understand the region's aviation needs. Along with the article, we offer a more personal side of the trip on page 9 .

Over the years, we have accomplished many goals and held numerous social events such as potlucks, holiday parties, semiannual birthday celebrations, and appreciation days, to name a few. On pages 6 and 7, we list some of our accomplishments and on pages 10 and 11, we present a collage of pictures from many of our social events.

As we began to compile the list of ACM accomplishments, I felt both impressed and pleased with what we have achieved. I had a chance to reminisce a little about why ACM was created.

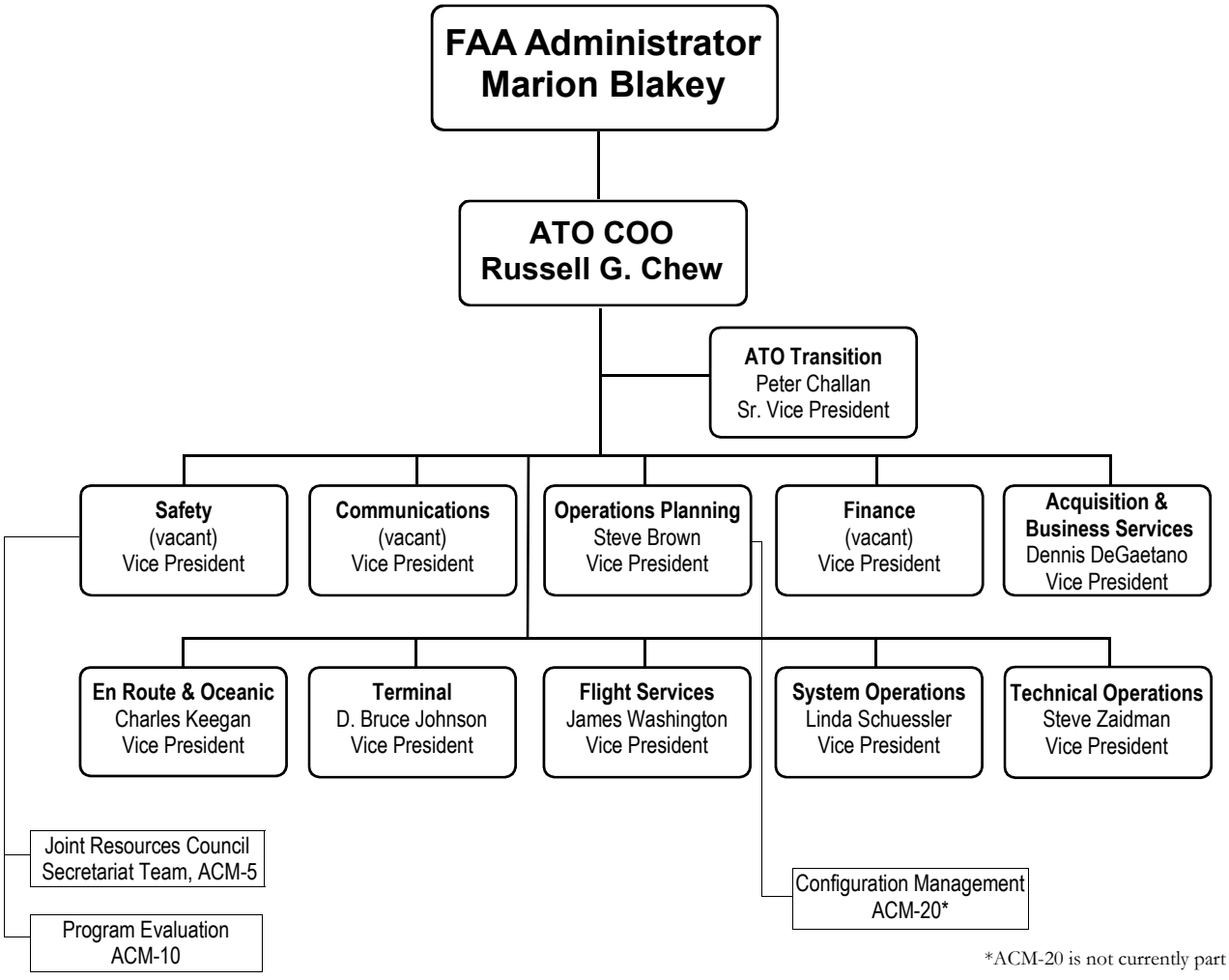
The structure of the ACM organization, with its JRC, evaluation, and formerly configuration management functions, has existed since 1996 when it was part of the Office of System Architecture and Investment Analysis (ASD). The routing symbol used then was ASD-200. In 1999, the need for a higher level of visibility and support for the configuration management process sparked an organizational change that resulted in the ACM organization. Visibility and support was addressed by having ACM report to the Associate Administrators for both Air Traffic Services and Research and Acquisitions. As a result of that organizational change, ACM was able to make significant improvements in its services, especially in the configuration management (CM) area, which I managed from 1998 until I was selected for the ACM-1 position in 2000.

With increased involvement in the evaluations and the JRC process, I began to see the links between the three functional areas that I believe ultimately contributed to more efficient NAS operations. Apart from being customer oriented and customer driven and having agency wide visibility and impact, there were deeper connections that weren't readily noticeable. For example, the JRC and CM activities are linked through their direct correlation to the operation of the National Airspace System (NAS). JRC decisions, which can result in changes to the NAS, were not linked to the NAS Change Proposal (NCP) process under the CM area. As a result, we listed the CM requirements in our JRC readiness criteria. In addition to this, we recently instituted a procedure whereby the JRC Secretariat Team reviews NCPs to ensure that the proposed changes comply with the estimates and installation information that appear on the JRC-approved acquisition program baseline.

The CM and JRC areas are also linked by the need to address the issue of non-baselined systems. The JRC Secretariat Team does customer interface through JRC familiarization meetings and outreach. By talking with people and introducing the JRC process to them, as we did with the Alaska region recently, organizations can begin to understand the need to baseline their program and initiatives under the JRC process. The evaluation function has a piece in this issue through two previously conducted reviews that focused on baseline issues.

The NAS Configuration Control Board (CCB) process has improved

ACM's New Reporting Status



*ACM-20 is not currently part of ACM.

Cont'd. from Page 2

because of the connection to the JRC process. The JRC function gave me insight into NAS issues and impacts that the CM function would need to address. For example, the Alaska region has a regional charter with the NAS CCB. After going to Alaska with the JRC Secretariat Team and learning more about their initiatives, I realized that two of the configuration items identified in the charter should be baselined at the national rather than the regional level. Consequently, I submitted this recommendation to the NAS CCB co-chairs for consideration.

My experience with the configuration management and JRC processes, coupled with 14 years of working in the engineering field in the FAA, has given me knowledge of how the NAS operates. This knowledge has helped me in reviewing evaluation reports and in ensuring the information in these reports is consistent with NAS policy. The evaluation function is linked to the JRC process through several evaluations of the Acquisition Management System and other aspects of the JRC process. In 2002, the evaluation function linked with CM directly through a review that assessed how we could do a better job on the agency wide NAS CM program and offered many good recommendations for improvement. The Resources Management Program Directorate, AFZ, has taken a leadership role in addressing shortcomings and recommendations from this evaluation. If the agency were conducting Post Implementation Reviews (PIRs), there would be a stronger connection with the JRC and CM areas. Under the PIR, NAS programs would be evaluated on how well they are achieving their actual as compared to their estimated costs, performance and benefits—providing a means of identifying process improvements.

I have enjoyed being a part of the ACM organization and I appreciate the high-caliber of work and professionalism of ACM employees. As we move to our new organization, my goal for the organization is to continue to provide quality services and products.

JRC SERVICES—WHAT WE OFFER

Every employee of the FAA and indeed, every member of the flying public, benefits from JRC Secretariat (Secretariat) services in some way. The Secretariat helps agency executives make informed, effective decisions on major agency programs that enable the safe, efficient operation of the National Airspace System (NAS).

SERVICES

The Secretariat provides a wide array of services to the FAA Acquisition Executive, JRC members, the Program Offices, Integrated Product Teams, Business Units, sponsoring organizations and external customers. These services ensure that NAS programs are well planned, so they may be completed on time and within budget.

To support the decision-making process, the Secretariat conducts weekly JRC Readiness and Strategy Meetings to facilitate coordination and assist teams preparing for JRC decisions. To educate teams, the Secretariat conducts familiarization meetings and conducts quarterly JRC Readiness Workshops. The Secretariat schedules JRC and Acquisition Review (AR) Meetings and forwards read ahead material to JRC members prior to each JRC meeting. The Secretariat also generates JRC meeting synopses and Records of Decision, prepares and distributes the ATS Board Report and Member Prep Sheets, and processes AMS tailoring requests.

Other vital services include developing and updating the AR Guidance and JRC Guidance documents, maintaining a repository of AMS documents and providing ongoing advisory and liaison support to all programs under JRC purview.

Did you know that if you have a question about the JRC process or complying with the AMS, help is only a phone call or mouse click away…

How do I get my program through the JRC? Call ACM-5 to schedule a JRC Familiarization meeting. These strategy sessions are held to provide program-specific guidance to teams on how to successfully complete the JRC process.

Do you have any tools I can use to help me remember what items I need to prepare for the JRC decision? You can refer to the *JRC Readiness Quick Start Guide* and *JRC Readiness Criteria and Checklist* on the JRC's Web Site at: http://faa.acm.gov/jrc. These products help program offices understand the requirements for being placed on the agenda for a JRC decision. If you need more in depth help with understanding the *Criteria* and *Checklist*, we review these with program staff and process stakeholders at the Familiarization Meetings and at the Readiness Meetings.

How can I learn more about the JRC process? ACM-5's website at: http://acm.faa.gov/jrc/ provides a full list of JRC and AR Guidance documents for detailed information about the process of scheduling, attending and presenting at a JRC meeting. You can also contact ACM-5 for details about registering for the quarterly JRC Readiness Workshop. Here you can interact with your colleagues and peers to ask questions and learn more about the JRC process and Readiness Criteria.

OK, I think I'm ready, but how can I be sure? Call ACM-5 to find out when to start participating in the Readiness Meeting for your program. ACM-5 holds these meetings on a weekly basis to review progress against the Readiness Criteria and determine a program office's readiness for a JRC decision. You can also personally discuss your questions with a representative of ACM-5, or schedule a time for a one-on-one session.

PRODUCTS

Additionally a full library of tools and resources is available online at the JRC Intranet Site at: http://acm.faa.gov/jrc/ including:

JRC/AR Information
Preparing for a JRC
Preparing for an AR
ATS Board Guidance
Obtaining Documents

Remember! We're Moving!!!

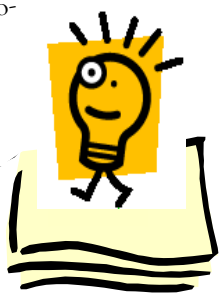
We're providing the same services but in a different organization--the ATO Safety organization. We'll be there for you.

PROVIDING OBJECTIVE EVALUATION SERVICES

How efficiently is this program operating?

How well does this system or program comply with agency policies and procedures?

How well does this program measure up to best practices?



Do any of these questions sound familiar? If so, the Program Evaluation Branch can help you. We perform evaluations of agency programs, processes, and systems that address agency-wide or organization-specific issues. Our evaluations:

- Provide objective assessments of how well programs, processes, or systems are operating,
- Include information on what is working well, and,
- Suggest recommendations for improvement.

Our organization offers a variety of evaluation services. We invite you to visit our gallery of reports at http://www.faa.gov/acm/acm10/reports.htm … Can't find anything that applies? We offer customized and confidential services that are sure to answer your questions and put your mind at ease. Take a look at the next column for several examples of excerpts from past reports.

The following excerpts cover different categories of evaluations.*

PROCESS

2003-21--Evaluation of Configuration Management Practices in the National Airspace System

"…the evaluation team concluded that although many positive configuration management practices were identified, there is significant room for improvement. One major area identified for improvement was the need for more stakeholder involvement, particularly in high-level configuration management decisions. Many of the findings and recommendations below reflect the need for selecting a group of stakeholders for collaboration with ACM-20 on issues affecting configuration management across the agency."

PROGRAM

2002-20--Evaluation of the FAA Runway Safety Program

"…the evaluation…provided useful insights into the functioning of the Runway Safety Program. Data and analysis suggest that the Runway Safety Program is striving towards successfully meeting runway safety goals…that the program is making significant progress and that there is extensive support for runway safety initiatives at all levels of the organization."

ADMINISTRATIVE SYSTEM

2001-15--Evaluation of the Accuracy and Timeliness of Procurement Data in FAA's ACQUIRE System

"…on a consolidated basis, 92% of the 28 accuracy-related data elements reported to OST for fiscal year 2000 were accurate based on a comparison of the ACQUIRE download and contract file documentation. On a regional basis, the accuracy percentage ranged from 88.3% (Headquarters) to 95.2% (Central Region). Based on contract file documentation, we could not determine the accuracy of 4.5% of the data elements (nonvalidations)."

AGENCY-WIDE INITIATIVE

1999-04--Evaluation of FAA Acquisition Reform The First Three Years: April 1996 - March 1999

"…the agency's procurement efforts were achieving faster awards… however, FAA was failing to meet its goals for awarding contracts to small business concerns owned and controlled by socially and economically disadvantaged individuals...the agency's program results were on track to achieve success in terms of ensuring programs support the FAA mission…but were not on track to meet cost and schedule baselines approved for individual programs."

*For the full version of the reports, please visit our web site.

Remember! We're Moving!!! We're providing the same services but in a different organization--the ATO Safety organization. So come check us out.

1998

Major Accomplishment:
ARA/ATS approved CM Steering Group (CMSG) Charter

Other ASD-200 Accomplishments:
- Implemented Integrated Baseline Establishment and Management (I-BEAM) Process
- In partnership with ASD-300, developed SPIRE to enable I-BEAM process and program status reporting
- Developed interim FAA CM Guidance documentation
- Produced *Evaluation of FAA Acquisition Reform The First Two Years: April 1996 - March 1998*
- Produced *Impact of Acquisition Reform on Awards to Disadvantaged Businesses*

1999

Major Accomplishment:
FAA Administrator creates ACM on July 28, 1999.

Other ACM Accomplishments:
- Produced *Evaluation of FAA Acquisition Reform The First Three Years: April 1996 – March 1999*
- Produced *FAA Acquisition Program Baseline Stability: Comparison between growth rates for programs conducted prior to acquisition reform and those conducted under acquisition reform*
- Produced *Inventory of Agency Process Improvement Initiatives*
- Re-established CMSG and began holding regular meetings
- Created national CM Web Site to provide central location for agency information sharing
- Jointly conducted National CM conference with AFZ
- Developed FAA Order 1800.66 to establish agency CM policy
- Produced *CM Information Management CONOPS*

2000

Major Accomplishment:
FAA Administrator approved FAA Order 1800.66

Other ACM Accomplishments
- Initiated JRC Processes, Criteria and *Readiness Criteria Checklist*
- Developed *JRC Secretariat Program Plan*
- Conducted National CM conference and offered CM training workshops
- Produced *FAA Acquisition Program Baseline Instability: Causes and recommended corrective actions*
- Produced *Investment Analysis Customer Satisfaction Survey, Joint Resources Council*
- Produced *Review of the Office of Associate Administrator for Research and Acquisitions Core and Non-Core Mission Resources*
- Obtained ARA-1 and ATS-1 approval of the first agency *CM Program Plan*

2001

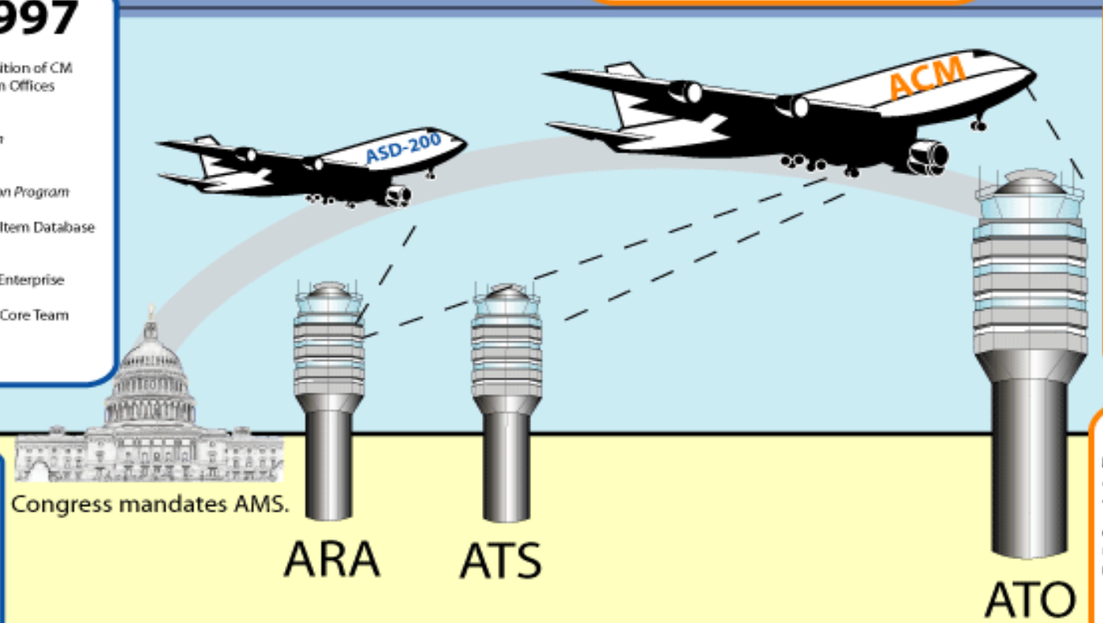
Major Accomplishment:
Acquisition System Advisory Group approved revised JRC Guidance for inclusion in the AMS

Other ACM Accomplishments:
- Produced *Evaluation of the Accuracy and Timeliness of Procurement Data in FAA's ACQUIRE System*
- Created first set of *JRC Internal Standard Operating Procedures*
- Created first *JRC Program Implementation Action Plan*
- Conducted National CM conference and provided eDMS training to attendees
- Produced *Independent Assessment of the Alaskan Region Corporate Maintenance Philosophy Pilot Program*
- Produced *Evaluation of Federal Aviation Administration Acquisition Executive Advisory Board Effectiveness*
- Produced *AGC-500 Procurement Legal Division Customer Satisfaction Survey*
- Produced *An Approach for Developing a Standard Method for Conducting Post Implementation Reviews*

1997

Major Accomplishment:
Developed *CM Transition Plan* to implement transition of CM responsibilities and resources to IPTs and Program Offices

Other ASD-200 Accomplishments:
- Produced *Evaluation of FAA Acquisition Reform The First Year: April 1996 – March 1997*
- Created agency *CM Implementation Plan*
- Produced *Acquisition Milestones for Acquisition Program Baselines and Master Schedule System*
- Created JRC/Acquisition Review (AR) Action Item Database and Tracking System
- Coordinated Interim AR Guidance
- Performed Proof of Concept for Automated Enterprise CM Tool
- Formed CM Steering Group (CMSG) and CM Core Team



2002

Major Accomplishment:
FAA selected WebCM as National CM tool

Other ACM Accomplishments:
- Served as co-sponsor of Integrated Process Group Goal 3 Team and conducted agency-wide survey of process improvement efforts and methodologies; produced report and created database
- Developed AR Policy and Format
- Established regular JRC Readiness Workshops and Familiarization Meetings
- Redesigned JRC Web Site to provide enhanced Executive services and information sharing
- Produced first issue of its newsletter, *ACM Communicator*
- Helped establish Data Release Review Committee and process
- Conducted internal communications survey and produced report
- Created ACM Communications Plan and Strategy
- Produced *Evaluation of the FAA Runway Safety Program*
- Produced *Core Attributes of Requirements Management in the Performance Based Air Traffic Organization*
- Web-enabled JRC/AR Action Item and AMS Documentation databases
- Reduced average NAS CCB NCP processing time to all-time low
- Implemented dedicated local area network to lay foundation for CM throughout FAA

1996

Major Accomplishment:
ASD-200 created JRC Guidance

Other ASD-200 Accomplishments:
- Performed Business Process Reengineering (BPR) of Configuration Management (CM) within the FAA
- Produced CM BPR Study

2003

Major Accomplishments:
ACM helped create *ATF Non-Proliferation of Equipment Policy*
ACM achieved iCMM Level 3 capability for nine of its JRC Secretariat processes

Other ACM Accomplishments:
- Developed ACM Vision and Mission Statements
- Produced *Evaluation of Configuration Management Practices in the National Airspace System*
- Created *WebCM Security Certification and Authorization Package* and obtained ASD-1 signature
- Conducted training on Release 3 of WebCM for the Southwest Region
- Created *WebCM National Implementation Plan*
- Produced *FY 2003 Evaluation of the Runway Safety Program*
- Evaluated ICMM and produced *Evaluation Of Process Improvement Efforts Within the Office of Research and Acquisitions and the Office of Air Traffic Services*
- Conducted JRC Customer Feedback Survey and produced Report

ASD-200/ACM
Enabling Effective Decision-Making in the FAA Throughout the Years

REACHING OUT TO ALASKA

An Example of Customer Outreach

Imagine that you wanted to travel to another city or across the state but there were neither highways nor railroad tracks. How then do you get around? For people in some parts of Alaska, the only option they have is to fly. To them, flying is not just a means of traveling from one location to another. Flying can be the only means of obtaining medical help, of transportation in and out of a city or village, of obtaining food, and of repairing or maintaining aviation-related equipment. These are some of the impressions that Rebecca T. King, Brandy Ingargiola and Dan Wynne came away with from their visit to the Alaska region in November to conduct a JRC familiarization meeting with Regional Administrator Pat Poe and other regional office managers.

Capstone Avionics Split

What is a JRC familiarization meeting? It's a meeting that ACM conducts for programs that have expressed an interest in obtaining a JRC decision. The meeting facilitates the exchange of information that programs need to prepare in order to be ready for a JRC decision. At the meeting, ACM explains the requirements that need to be met and the actions that need to be completed prior to placing a program on the agenda for a JRC decision meeting. The program offices learn the steps, criteria and timeline and can get answers to questions and issues that are unique to their program. The information presented at the familiarization meetings is consistent with the FAA Acquisition Management System, which requires that programs follow the JRC process in order to obtain funding and establish baselines.

Normally, the familiarization meetings are held in Washington headquarters. However, the issues related to the Alaska initiatives presented distinct challenges and required the participation of several members of Alaska's regional management team. For this reason, the meeting was held in Alaska. In addition to ACM, other Washington headquarters participants consisted of Bob Fitzpatrick, ARQ, and Jim Hebert, the Capstone program liaison, along with their support personnel, Paul Gross and Albert Douglas. Maria DiPasquantonio and Chuck Mauro of ASD-400 participated by phone.

After receiving briefings from various regional managers on Alaskan issues, problems and systems, Brandy and Dan provided an overview of the JRC process and criteria, and Bob discussed the mission need analysis process. There was discussion on whether to baseline the Alaska initiatives and to what degree. (See the FAA Flight Plan for a partial list of the initiatives.) During the discussion, the lack of a stable funding source was identified as a major problem. Currently, funding is provided primarily through Congressional earmarks. To obtain additional agency funding, the Alaska initiatives should be approved through the JRC process. The environmental conditions in Alaska, such as ice, darkness, frigid temperatures, and dangerous terrain, contribute to unique problems and challenges which can result in high aviation accident rates. The cost of addressing these conditions can be relatively small compared to the cost of an average FAA program, but it can have a dramatic impact in terms of safety. For Alaskans, this impact is not measured in terms of saving hundreds of lives, but in terms of saving one life at a time. This is especially important to them because the life that's saved could be that of a coworker, a friend, or possibly a family member.

To help the headquarters group better understand the issues faced in Alaska, the Alaska managers took the group to the city of Bethel to view the Automatic Dependent Surveillance-Broadcast (ADS-B) ground based transceivers (GBTs) and the Alaska Interfacility NAS Communications System (ANICS). The group also visited the native village of Russian Mission to see daily living conditions first hand. More information on these trips is provided on the page 9.

Overall, the Alaskan managers expressed appreciation for the opportunity to learn how the JRC processes worked. They asked many policy related questions. Mr. Poe expressed concern over the resources required to develop baselines in accordance with the AMS for the various initiatives. ACM offered to develop AMS tailoring actions where appropriate and help the region in coordinating with various stakeholder organizations that can support the effort.

We in ACM found the trip useful in helping us to understand the aviation needs of Alaska. We extend our appreciation to Mr. Poe and his managers for their hospitality and look forward to working with them further to help them achieve their operational and safety goals.

Alaska Perspective

By Dan Wynne

I was part of a team that went to Anchorage to assist the Capstone Office and other Alaskan regional offices with the JRC processes. While we were up there, the Capstone office arranged a trip to the town of Bethel, Alaska and then to the village of Russian Mission to see the impact that aviation has on the region and to see where the FAA has equipment. The trip was quite an eye-opener. As aggravated as we get with some of our customer' s demands, seeing how the impact of what we do here can affect the lives of people on the other end of the pipeline puts everything back in perspective. There is no major highway or rail service to Bethel or Russian Mission, so if you don' t make it, shoot it, or grow it; it comes in by barge or by air. There are very few people working for the agency in Alaska who don't have a relative or friend that was injured or killed flying in this demanding environment. They all take their jobs very, very seriously.

The FAA and Capstone offices are in Anchorage, which is a pretty nice city of around 500,000 people. It never got much below 35 degrees when I was up there, but it was gray and rainy the whole time. Sunrise wasn't until around 9:45 AM and sunset at about 4:30 PM. We flew 400 miles north to Bethel, which is a town of about 5700 people (the weather didn't change). Bethel is at the mouth of the Kuskokwim River, 40 miles inland form the Bering Sea. The state-owned airport serves as a hub for 56 outlying villages in the Yukon-Kuskokwim Delta. This is a remarkably large and flat area of tundra and small lakes, with hardly any trees at all. About 75% of the homes in Bethel still have water delivered and sewage hauled away by truck. At Bethel, we took a look at the tower operations, a Capstone Ground-Based Transmitter (GBT) rack, and the ANICS satellite dishes (notice the low, low, low look-angles).

From Bethel we flew by bush plane to the village of Russian Mission, a little Native American settlement of 328 people. Russian Mission is considered an "Eskimo Village" although the word Eskimo encompasses several Native American groups. The sale of alcohol is banned in the village; there are no restaurants, and no hotels. If you get stuck there, the town folk set you up at the church or the school and make sure you are fed. The economy is mostly subsistence hunting and fishing. The Department of Housing and Urban Development (HUD) has built about 25 units of housing for the natives; about half have running water and sewage disposal. There is a post office, a school, and a Russian Orthodox church. The village has slowly moved up the hill as the HUD homes were built, so the church has moved and been rebuilt 3 times. The village is boasting a new 1800-foot gravel runway, which took 3 years to construct, with the gravel being barged in from Canada. It also has a Capstone GBT and a weather camera system. It was muddy, rainy, and cold. We were very conspicuous among the village residents with our fancy coats and boots, but everyone said hello, asked why were there, said how proud they were of the new runway, and that things were looking up for Russian Mission.

ANICS Antenna

ANICS Satellite Dish

It's dinnertime!

People Corner - *A Glimpse of the Past*

All Hands 2003

ACM Diversity Training 2002

ACM-10 Offsite 2003

Plain Language Training 2002

Cherry blossom walk with our ASD family 2003

Holiday Party 2002

Having fun in the sun
Cookouts—2002 and 2003

Armed... and Dangerous

Here's how you throw it...

A quiet moment

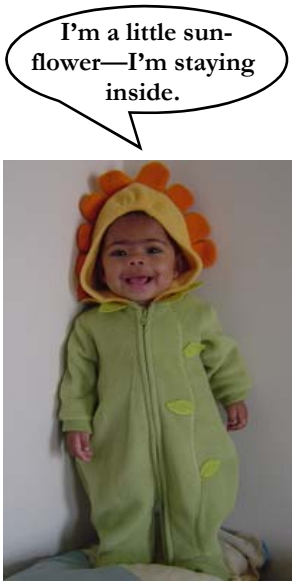
People Corner - *A Glimpse of the Past*

Angelina Nguyen,
daughter of
Peter Nguyen

All Star Line-up

Yaro Bolden,
son of
LeiJuona Bolden

Jazmyn Thorpe,
granddaughter of
Charles Thorpe



Kayla Maccannon,
granddaughter of
Cecil Maccannon

2002 Interns—Lamont, Cindy, Sharonda, & Thai

2003 Interns—Tina, Lynne, Jameel, Sherian, & Huong

Linda Durrett,
Secretary Appreciation 2003

Peter Nguyen...Protecting Our Streets

Celebrating Chinese New Year 2003

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Susan Gardner (Detailed to ARI)	385-8205
Monica Hayden	385-8203
Zena Huen	385-8207
Laurel Neff	385-8208
Peter Nguyen (Detailee)	385-8211
Darrell Wyrick (Detailee)	385-8214

*ACM has moved to the first floor of the FOB10B building located at 600 Independence Avenue, SW.

"Let us watch well our beginnings, and results will manage themselves."
Alexander Clark

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Rebecca T. King

Editor
Carmen Carrion

Newsletter Team
Barbara Appel
Diana Artemis
Ben Marple
Ted Mosley
Stephany Watson

Graphic Designers
Ben Finelsen
Ben Marple

JRC Decisions

- Approved final investment decision for the Flight Simulator Replacement program (9/1/03).
- Approved mission need statement #341 and final investment decision for the Safety Management System program (9/30/03).
- Deferred rebaseline request for the Standard Terminal Automation Replacement System (STARS) program (11/25/03).
- Approved final investment decision for the International Flight Inspection Aircraft program (12/17/03).

*For more information, please visit our website at http://acm.faa.gov/jrc/.